

ONLY THINK WORSE THAN BE LAST SPIDER -- IS

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BEING FIRST AFTER LUNCH DEPART ~~FOR~~ ^{5 PM} THIS
OF THE DAY - YOU KNOW THAT THE END IS NEAR
REPORTS MANAGEMENT; GOVERNMENT WIDE STUDY TO IMPROVE REPORTS AND REDUCE
RELATED PAPERWORK 1600 to 1645 HOURS

INTRODUCTION

4 NOV 70

45 minutes allotted to the subject of the government wide program
on reports management, particularly when I am scheduled right before
one of the more pleasurable items on the agenda (attitude to adjustment
hours) is indeed a challenge ^{and I HOPE} what follows ^{NOT} will drive you
to drink (at least more than you intended prior to hearing me).

Seriously though I ~~do not intend to demean this program.~~ ^{think this program is of considerable interest to the group;} However

in discussing it and its impact on this Agency and what we are doing
about it I ~~will~~ ^{will} confine myself only to the highlights of the program
and some of the "problems" we have experienced in launching the Agency
program.

- NO GRAPHICS
ONLY ONE
NEEDS
CONGRUOUS
- HOW MANY
HAVE I
ABOUT 17?
- HOW MANY
IMPLICATION IN INVENTORY?
- BASIC DOCUMENTS:
- FEB-70 ② BOB - Circular A-44 (annual budget instructions)
 - ③ TM. # 1., 17 June -
 - ③ President's letter - June

A few words about the background leading up to the OMB Directive.

a rep Mr. Usilaner of OMB and Mr. Aldridge of NARS conducted a ^{ONE DAY} seminar at
NARS in early September (which many of you attended) covering these
subjects in considerable detail. Mr. Usilaner spent an hour and a half
outlining the OMB history of the project and Mr. Aldridge spent an
hour and a half talking about objectives and procedures in the reports
management programs. ^{King Break obtain} I have a copy of Mr. Aldridge's speech which I
will distribute at the end of this hour so I will not dwell on the
same subject covered by him.

BOB Circ. A-44
PERIODIC SELECTION OF COMMON OPERATIONAL AREAS FOR
GOVT WIDE STUDY -

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(1)

COST
EFFECTIVENESS

OMB
HIGHLIGHTS

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USILANER - reviewed history of OMB Management
improvement Program → and its role in Budget cycle →
FIRST OF MANY - TO COME → FORMS NEXT → ADP → ETC.

A. The decision to incorporate reports management program into
management improvement programs of OMB circular A-44 -- means it will
be a continuing program (not just a one shot deal). This establishes
a formal annual requirement to "report" on reports program progress.

B. Implied threats in A-44 is that if Agencies DO NOT mount
their own programs, set their own goals, and report on progress in
meeting these goals -- OMB examiners may make arbitrary cuts in our
budget! DANGERS INVOLVED IN SETTING GOALS - (MAN-HOURS AND DOLLARS).

C. IN PAST Agency has traditionally ~~been~~ ignored or have been
excused from these "government wide reviews" -- this time it looks
as if OMB means business SO AGENCY MUST be prepared to respond! --

Although our portion of a government wide REPORTS
program is infinitesimal -- as realistically,
the major thrust of the Presidential and OMB
interest is in the large Departments and Agencies
having massive public reporting programs...

Aldridge speech brings this out in citing
examples from Housing U. D., Health Ed. Welfare,
(School assistance), etc. This is where big
money is to be made!

a bit more on

II. NARS BACKGROUND

You might be interested to know that NARS has been working on launching this program for the past two years and as early as August 1968 we had word from NARS that reports management would be a subject for government wide study under the management improvement program of the then Bureau of the Budget. It ^{also} is interesting to note that it took NARS and OMB two (2) years simply to outline a program that they expect federal agencies to implement in one year.

THE NARS HANDBOOK IS STILL IN DRAFT FORM YET TO BE PUBLISHED

III.

MOST IF NOT ALL

~~Admittedly many~~ federal agencies are in far better shape in reports management than the CIA. From the records management seminars and conferences that I have attended this past year I get the impression that most federal agencies already have fairly well structured reports management programs which include detailed directives, handbooks, and control procedures. Those agencies already having these programs in existence have a running start in implementing the OMB Directives on reports management. Here are some examples of handbooks from other agencies on reports management

Unfortunately for a variety of reasons this Agency has not seen fit to expend the resources and manpower needed for a reports management program as this audience is aware. Historically and traditionally reports management has been treated as another "undone element" of our records

management program, ~~as~~ the Agency ~~on~~ records management include reports management in our records management programs.

As you all know we simply have not had the manpower, management *interest*, ~~backing~~, or authority to implement and manage a reports management program through our records management structure.

So we are starting from scratch. Yes we have *completed* ~~done~~ studies and prepared plans to implement reports management programs but as soon as you add the cost ~~of~~ *and* resources and manpower not to mention the hard management decisions needed to install a centralized reports management program you immediately lose the interest of our managers. The reports management program is relegated to the *relatively* ~~very~~ low priority that *our* records management programs have enjoyed and I do not need to tell this group where this stands on management priority list when it comes to money and manpower.


IV.

Nevertheless presidential and OMB pressure for a government wide reduction of reporting forces this Agency to take some action in responding to the requirements of the OMB Directive and it is clear that OMB intends this to be a continuing program.

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(continuation of IV)

Obviously complete and full compliance with the ~~reports management~~ program outlined in the OMB Directive means we would have to establish a formal Agency wide reports management program. A summary of responsibilities assigned to agency heads by the OMB Directory reads like a table of contents in a reports management handbook. Highlights are as follows (each agency head will ...)

A. Identify (inventory) public, interagency and significant internal reporting systems and determine the current annual cost of these systems. 

B. Establish goals for annual dollars and man hours savings (due in OMB on 30 September 1970 for the period January 70 through June 71)

C. Review the data in inventories to;

1. Eliminate unnecessary and uneconomical reports
2. Consolidate, simplify and shorten reports
3. Reduce reporting requirements
4. Reduce number of copies and distribution

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D. As a part of the review process we must justify and certify the requirements for continuing reports (according to OMB, certification must be done at the Deputy Director level)

THIS DIRECTIVE HANDLED LIKE A HOT POTATO =
V. PPB → TO EXDIR - TO DDS - TO LO. BACK TO PPB.

I think it is safe to say now that the Agency will not establish a formal reports management program as elaborate as would be required to meet ^{ALL} the requirements of this OMB Directive. The Executive Director has indicated that the reporting of the results of the Agency reports inventory to OMB will be held to a minimum. However he enjoins us to undertake in our own management interest a conscientious internal review effort of the need for reports generated at all levels with a view to elimination of any reports which we can do without

Translating this broad policy guidance into a course of action ^{one can infer} incurred ~~implies~~ that the Directorates will manage their own reports program on a decentralized basis without benefit of formalized ^{AGENCY-WIDE} directives and handbooks on how to manage the reports program.

I would now like to review briefly the specific Agency action to date in reponse to the OMB Directive:

- A. There was considerable debate on what to include in our inventory particularly in the intelligence reporting area....we had calls from DIA and NSA seeking info on how we were to respond.....DCI decision in this area was to divide task into two parts.....and defer all reporting on our intelligence product.
- B. Our initial response to OMB then is to include only administrative/management type reporting. The DCI established a task force, [REDACTED] [REDACTED] with senior reps from each DD to develop the Directorate inventories cost them out, and set their goals.

STAT

Directorate Task force:

25X1

- C. Obtained extension on OMB deadline...of 30 September....to 30 October, which still left very little time to develop a precise inventory.....

- D. The directorates left pretty much on their own as to what they would reportit my understanding that most directorates used their planning staff organizations to develop the inventories...(Records Officers at least spared the burden of getting their bosses and managers to cooperate).

QUESTION: How many of this group were called in to help out on inventory?

- E. Since first phase of study was primarily confined to Admin/Management reporting... attempted to work out some guidelines with Directorate reps on their input.....BASIC GROUND RULE WAS: Directorates limit their inventories to those reported in their own offices.

TIMING
MADE
TASK DIFFICULT

D. The general guidelines to the Directorates were that DDS functional offices will include all admin/management reports prepared by them as well as reports prepared by other agency components in response to requirements levied by a DDS functional office.

CITE EXAMPLES IN PERSONNEL, OCS, AND FINANCE

E. Unfortunately with a subject as complex and all encompassing it was an impossible task to define precisely what reports to include what to exclude and who would report on what. I have not looked at the consolidated inventories of other Directorates but if their experiences are similar to the DDS the job of a rational analysis of the data produced in this inventory is going to be one horrendous nightmare. I could probably spend another two hours outlining the problems facing us in analyzing the data contained in the DD/S inventories. I certainly do not intend to do that but would like to give you a feel of what some of them are

1. DEFINITION OF WHAT TO INCLUDE IN INVENTORY;

In spite of our best efforts our instructions on what to include were far too general and incomplete. ^{FOR ADVISOR IN PERSONNEL} We simply could not spell out in detail how to treat all reporting categories and had to leave it up to the offices themselves to determine what they considered "significant". Obviously this produced great inconsistencies even within the DD/S on what to include and what to exclude. It will take months of concentrated efforts to correct these inconsistencies.

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2. COSTING PROBLEM; guidance received from NARS on how to cost reports was so comprehensive and all inclusive that it would have taken platoons of cost accountants to accurately produce true costs of ~~of~~ ^{DUR} reporting systems. Manual reports prepared by a section chief for his boss obviously pose no problem but when you talk of the "program - call report" which goes through all levels of an organization with input from a variety of sources it is almost impossible to expect consistency in ^{cost} reporting.

Discuss problems faced in costing computer produced reports

Review cost factors contained in NARS draft handbook

③ Review - justify - certain Problem..
two edged sword — O/PERS →
 LOG
 FIN

SUMMARY

In summary I wish I could pull this all together in a neat package and predict a high success for the future of a reports management program in the Agency; that we will be able to use the impetus given by the President Nixon's backing of the OMB directive, and OMB pressure on the Agency to mount establish staff and maintain an effective Reports Management Program.

But I fear this will not come to pass -- the best we
element
can expect is chip away at another highly complex program in the field of Records Management; doing the best we can in hopes of making some progress in this area. There is some ray of hope in that the OMB certainly will keep the pressure on top management -- and the line managers through the Agency will have to participate in examining and justifying their reporting requirements.

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CHECKLIST OF REPORTS COST FACTORS

The factors below are a basic guide to costing either an individual report or an agency reporting system as a whole. The person conducting the cost study should determine which of the factors apply. He should add any factors peculiar to the specific report, costing situation, or agency.

INITIATING THE REPORTING SYSTEM

1. Developing reporting requirements
2. Designing the reporting system
3. Writing and issuing all necessary instructions
4. Establishing source records
5. Installing the reporting system

MAINTAINING THE REPORTING SYSTEM

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6. Updating the reporting system
 7. Collecting data for the system
 8. Updating source records
 9. Preparing reports in the system
 10. Transmitting reports or data in the reporting system

USING THE REPORTING SYSTEM

11. Recording information at the receiving level
12. Reading, reviewing, analyzing, and discussing information
13. Preparing followup documents

PROVIDING SPECIALIZED ASSISTANCE

14. Furnishing directly related staff service
15. Furnishing indirectly related staff service

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